



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
CNO EXECUTIVE PANEL  
WASHINGTON, DC 20350-2000

IN REPLY REFER TO  
4 December 1992

Dr. Joshua Lederberg  
Rockefeller University  
Suite 115  
1230 York Avenue  
New York, New York 10021-6399

Dear Dr. Lederberg,

Since the last plenary session we have been exploring possible future directions and areas of focus for the Executive Panel. As part of this effort I looked at the Panel's founding charter to verify its functional intent and confirm its broad objective of advising the CNO "on questions related to national seapower." Fundamentally, three specific criteria must be met to realize the full usefulness of the Executive Panel's work. First, the work must be relevant, both in substance and timeliness, to naval policy debate and formulation. Second, the scope of the Panel's efforts must go well beyond the bounds of work being done by other members of the CNO's staff. Third, it must place a particular focus on long-range planning. Finally, the Panel's work should strive to achieve a fresh perspective on how to deal with the challenges facing the Navy, providing alternative solutions that positively contribute to the decision making process. Based on the advice of Panel members, the N00K staff, and others, I proposed to Admiral Kelso and he has approved the formation of four task forces to begin work in January and provide final reports by the early Fall.

President-elect Clinton's statements during the election and those which will soon follow, as well as "...From the Sea" can be used to develop a vision of what the future will be like and the role in national defense the naval establishment will play in the years ahead. In the coming year the Panel will focus its attention on framing the major issues, potential pitfalls, and possible solutions that lie along the path to that future. Beginning with a charter to examine the future from their particular perspectives, the task forces should seek to flesh out the new vision of the Navy and sharpen its focus based on Admiral Kelso's guidance, the new administration's policies, and the collective expertise of the panel's members. The task forces will revolve around areas of inquiry unlikely to be examined elsewhere in the Navy from the same perspective as that of the Panel.

## Task Forces

For this effort the Panel will be divided into four task forces, each chartered to explore a facet of the environment in which the Navy will operate in the early 21st century. In the broadest sense, each group is asked to determine what that future environment might be, how it would affect the Navy, and how the Navy should prepare for and respond to it.

The four Task Forces are:

- o Domestic Issues
- ✓ National Defense
- o Emerging Technologies
- o Future Naval Force Capabilities

The following "strawman" Terms of Reference are intended to serve as starting points to be used at the first task force meeting:

### Domestic Issues

American society, from which the Navy is drawn and within which it operates, will continue to experience rapid change in response to demographic, sociological, cultural, and political phenomena. So, too, will the industrial and economic environment from which the Navy draws its goods and services. In the past, the Navy has often been reluctant to be proactive in these diverse areas, preferring instead to respond as situations occur. But this approach may no longer be appropriate if we are to maintain ready forces, adequately trained and equipped, that enjoy the full confidence and support of the American people. The first step in determining how the Navy should behave in these matters is to understand better what the future holds in store.

The task force will, therefore, attempt to forecast emerging demographic and sociological trends and determine how they will affect Naval forces. The Task Force will also examine the future economic environment as well as the scientific and industrial base to better understand and predict how they will affect the Navy's ability to fund, maintain, equip and train its forces. The Task Force should include but not necessarily limit its work to the issues of women in the military and their role in combat, terminating the exclusion of homosexuals from the Service, and multicultural diversity. As part of the examination of the scientific and industrial base the panel should address: potential Navy contributions to Defense industry conversion; how the Navy can accelerate commercialization of technologies developed in Federal laboratories; and how the Navy can leverage

commercial industrial innovation and production to satisfy its future needs. The work of the other task forces should be considered in this effort.

### National Defense

The demise of the Soviet Union has had a marked effect on the perception of what constitutes national defense as well as altering fundamentally the international geopolitical environment in which Naval forces operate. The consensus today is that the current national defense capability exceeds our foreseen needs; the economy is the true basis of our national strength and the Department of Defense should, therefore, play an integral part in its improvement. Indeed, the world remains a dangerous and unstable place as regional hegemony, extra-national groups, ethnic and religious strife, and economic competition between the "haves" and the "have nots" of the world eclipse the monolithic threat that drove our force planning for so long. Also new to the scene is the emergence of global economic interdependence and political coalitions of nations -- in many cases under the aegis of the United Nations -- as an increasingly preferred way of applying military force. Transnational corporations and political organizations increasingly continue to blur traditional national boundaries. Understanding the place of naval forces in national defense and their full potential to contribute to the nation's security in this very different, unsettled environment requires a broad perspective on what the future will be like and the role the naval establishment will play in the years ahead. "...From the Sea" and the yet to be fully articulated Clinton Administration's national security strategy will serve as a start at translating these phenomena into a vision for the Naval forces of the 21st century.

The task force will, therefore, flesh out this vision of the future. Develop a more refined understanding of where these changes will lead into the next century and the part naval forces will play in national defense. The task force should identify emerging and continuing National defense issues of significant potential effect on naval forces, to include extra-national and terrorist matters. Both peacetime and warfighting environments should be addressed. The work of the other task forces should be considered in this effort.

### Emerging Technologies

In the past, we sought to exploit new technologies as rapidly as possible to maintain an edge over a numerically superior Soviet Union. Absent this immediate threat-driven imperative we have an opportunity to more sharply focus and better manage technological change, identifying key technologies to be nurtured and applying them to upgrade or construct ships, aircraft and weapon systems etc., as well as to improve training

and quality of life. It has been postulated that there is a revolutionary change occurring in military warfare. This is a change from direct fire (i.e., short range weapons controlled by personnel close to the battle field) to indirect fire (i.e., long range weapons guided by personnel at a distance). We need to understand what this change means for naval forces and how naval forces should respond to it. In so doing, we must seek to maximize the attainment of future Naval capabilities against the backdrop of increasing global interdependence, the nation's economic strength, and industrial capabilities.

The task force will, therefore, provide a structured vision of where applicable technology is heading, how much of this universe is under exploration elsewhere (and potentially available to the Navy) and what technologies should be developed by the Navy. The group should pay particular attention to identifying those technologies like intelligence collection and information management, stealth, and precision guided weapons which are necessary for naval forces to be credible in the role envisioned for them by "...From the Sea" and the incoming Clinton Administration. The work of the other task forces should be considered in this effort.

#### Future Naval Force Capabilities

The changing international situation and increasing pressure to cut the Federal budget (and the defense budget, in particular) mean that what naval forces do, how they do it, and what those functions cost have come under increased scrutiny. The expedient of downsizing by cutting people and force structure without fundamental change in the way things are done has or will shortly reach a point of diminishing returns, both in terms of cost savings and the ability to fulfill operational requirements and/or commitments. Continued efforts to cut the "fat" from the Navy's budget -- although absolutely necessary -- will not achieve the savings we will need in the future. We require an in-depth examination and thorough explanation of the capabilities naval forces will need and the role they will play in the national defense equation to guide future strategic planning and fiscal decisions.

The task force will, therefore, develop a clear, fiscally realistic outlook on how to attain the capabilities which will be required of Naval forces in the 21st century. This outlook should take into account the role Naval forces will play in national defense in both peacetime and wartime; that the warfighting CINC's will be the actual users of Naval forces; and that naval forces will be working in conjunction with other branches of the government, the other military Services, friends and allies. The work of the other task forces should be considered in this effort.

If you would like to participate in this effort please indicate your interest in order of priority for the task forces. Once the task forces membership has been identified we will strive toward having each group meet in mid-January, to be followed by a Plenary meeting in late January or February.

Please indicate your task force preferences in priority order on the enclosed form and return it to us by 18 December.

Sincerely,

A handwritten signature in black ink, appearing to read "M. F. Martus".

M. F. MARTUS  
Captain, U.S. Navy

Enclosure